Public Service Commissioner

ANNUAL REPORT 1983

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Alberta

PERSONNEL ADMINISTRATION

Office of the Minister

222 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-0158

February 20, 1984

Honourable Gerard Amerongen
Speaker of the Legislative Assembly
325 Legislature Building

Dear Sir:

It is with a great deal of pleasure that I submit to you the Annual Report of the Personnel Administration Office for the year ending December 31, 1983.

Yours truly,

GREG STEVENS
Minister Responsible for
Personnel Administration

Att.

Alberta
PERSONNEL
ADMINISTRATION OFFICE

Office of the Public Service Commissioner

7th Floor, Kensington Place, 10011 - 109 Street, Edmonton, Alberta, Canada T5J 3S8 403/427-8116

The Honourable Greg Stevens
Minister Responsible for
Personnel Administration
Room 222 Legislature Building
EDMONTON, Alberta

Sir:

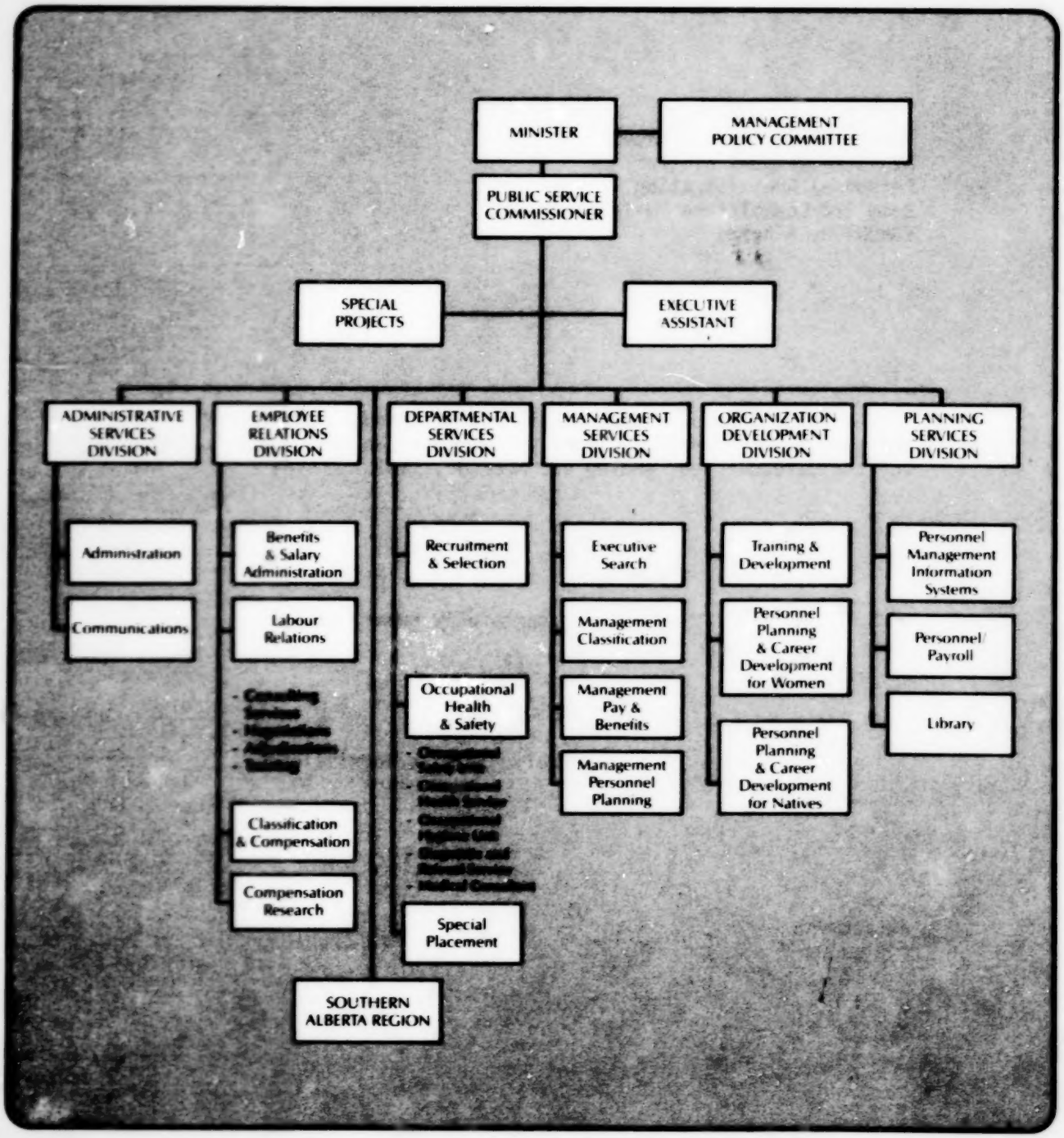
I have the honour to submit to you the Annual Report of the Personnel Administration Office pursuant to the Public Service Act, for the calendar year ending December 31, 1983.

Respectfully submitted,

J. E. DIXON
Public Service Commissioner

attachment

Personnel Administration Office
Functional Organization
December 31, 1983



PERSONNEL ADMINISTRATION OFFICE FUNCTIONAL STATEMENTS

PUBLIC SERVICE COMMISSIONER

Provides advice to the Minister and government on personnel policy and legislation, and develops and administers systems to implement policies and practices. Advises and informs the Minister on all aspects of personnel administration. Manages a comprehensive personnel program which is implemented through divisions of the Personnel Administration Office. Provides advice and assistance to departmental officials on personnel matters.

EMPLOYEE RELATIONS DIVISION

Responsible for the negotiation and administration of collective agreements, the development and administration of benefit programs, the conduct of compensation research, and the administration of the bargaining unit and excluded and opted out position classification system.

MANAGEMENT SERVICES DIVISION

Responsible for the recruitment and selection program for senior managerial personnel, recommending and developing the terms and conditions under which they are employed and planning to meet the long term requirements for managerial personnel.

DEPARTMENTAL SERVICES DIVISION

Responsible for staffing activities in the Alberta Public Service. Administers an Occupational Health and Safety Program for all government employees and a program to assist handicapped citizens of Alberta to obtain meaningful employment in the public service.

ORGANIZATION DEVELOPMENT DIVISION

Provides consulting services to assist departments in achieving effective development and utilization of their staff consistent with the needs of the Alberta Public Service and the employees. This includes assisting departments to identify needs, designing and conducting developmental programs and coordinating the use of outside training institutions. Responsible for coordinating employee performance appraisal, workforce planning (non-managerial) and career assignment programs. Responsible for the Personnel Planning and Career Development Program for Women and Native people.

PLANNING SERVICES DIVISION

Provides consultative advice to the Public Service Commissioner and all divisions in the areas of computer and other technological support systems, personnel/payroll, the planning process, and program evaluation.

SOUTHERN ALBERTA REGIONAL OFFICE

Develops and provides personnel administration services in the Southern Alberta Region as representatives of all divisions of the Personnel Administration Office with regional offices in Calgary and Lethbridge.

ADMINISTRATIVE SERVICES DIVISION

Provides financial and general administrative services to the Public Service Commissioner and all divisions of the Personnel Administration Office.

MANAGEMENT SERVICES DIVISION

During 1983, the division provided professional advice and services to program departments and boards and agencies in the areas of executive recruitment, management compensation, and management personnel planning.

The division is responsible for the coordination of developmental and other activities affecting members of the personnel community across the public service. Excellent cooperation was received from the department personnel directors in this regard.

Major divisional achievements in 1983 include the development of a policy statement on Management Personnel Planning, the institution of changes to the Management Classification Appeal Board structure, including the appointment of a chairman from outside the public service, and the expansion and refining of the consultative service provided in the area of management employee relations.

EXECUTIVE SEARCH

The Executive Search Section provides recruiting services, for professional/executive positions to assist departments in their search for senior managers. The level of staffing activity in the Executive Search Section declined in 1983 with a total of 29 senior positions under recruitment during the year, 10 of which were still in process as of year end.

The section has again provided assistance as requested by Executive Council, the Legislative Assembly, and outside crown agencies in the staffing of other senior executive positions.

In marked contrast to experience in recent years, a significant majority, 17 out of 19, or nearly 90 per cent, of the positions were filled by internal candidates. The large number of internal competitions conducted resulted from the very specialized nature of these positions. One of the two external candidates was appointed through an interchange agreement with a private sector company.

In addition to dealing with an increase in the number of applicants per competition over the past year, considerable time was spent answering requests for information and advice about career opportunities within the Alberta Public Service.

In relation to the government's commitment to downsizing the Alberta Public Service, Executive Search has had a significant involvement in a Personnel Administration Office task force dealing with the personnel aspects of work force reduction and redeployment.

MANAGEMENT CLASSIFICATION

The Management Classification Section is responsible for the managerial classification function as well as providing an advisory service to departments regarding organizational structure. In 1983 a total of 751 classification requests were reviewed and processed by the Management Classification Section. Major classification activity occurred in the departments of Solicitor General, Consumer and Corporate Affairs, Public Works, Supply and Services; Agriculture, Social Services and Community Health, and the newly established department of Manpower.

Of the 17 classification appeals submitted to the Management Classification Appeal Board in 1983, nine were denied by the board, four were withdrawn and four remain outstanding. Of the two classification appeals carried forward from 1982, one was granted and one was denied. The concept of appointing an independent chairman for the board from "outside" the public service appears to have been well received as evidenced by comments from personnel directors and line managers. This year also witnessed a revival of activity for the Executive Officer Appeal Board, which is composed of Deputy Ministers and which hears appeals to the Executive Officer I and II levels. During the year this board heard and denied appeals affecting four positions.

Other activities of this section included considerable progress on revising the Benchmark Manual as well as initiating the production of a brochure to be entitled A Manager's Guide to the Management Classification System. Both these publications are scheduled for completion early in 1984.

The section continues to emphasize its relationship with representatives of the department personnel directors and a number of positive interactions have resulted, in particular relating to improved procedures.

MANAGEMENT PAY AND BENEFITS

This section is responsible for all aspects of management pay, benefits, foreign service employment, discipline, contract employment and for administering the code of conduct, including the interpretation, maintenance and amendment of applicable regulations and guidelines.

MANAGEMENT SERVICES DIVISION

In 1983 declining economic conditions again had a major impact on salary adjustments for the management group. As a result, existing salary ranges were increased by five per cent effective June 1, 1983. Departments were given the flexibility to determine salary increases for individual employees, as long as the total cost of these increases did not exceed five per cent of the existing departmental payroll.

The section also provided a consultative service to departments in matters relating to managerial discipline and the Code of Conduct and Ethics.

MANAGEMENT PERSONNEL PLANNING

In 1983 this section was responsible for developing policies and procedures respecting service-wide management personnel planning, the Management Performance Appraisal System and, in cooperation with the Organization Development Division, management development.

A government-wide policy respecting Management Personnel Planning was introduced in 1983 and was generally well received by the program departments. The policy emphasizes the need for cooperative efforts in ensuring managerial competence. It will provide the focus for considerable future activity in conjunction with the personnel community and senior management across the service.

Several policy changes were implemented during the year to increase both the effectiveness of the Management Performance Appraisal System and the flexibility available to departments in its application. In cooperation with the Organization Development Division, initial research was undertaken respecting a Management Development Model which, when completed, should provide a basis for furthering the effectiveness of the management development program.

In addition to these policy initiatives, ongoing analysis, consultation and support was provided to divisions within the department and to program departments for personnel planning and management performance appraisal purposes. With fewer job vacancies and more limited opportunities for advancement in 1983, departments more frequently requested information and assistance to help develop personnel planning techniques.

ORGANIZATION DEVELOPMENT DIVISION

During 1983 the division experienced an increase in demand from departments for management training and development programs and organization development consulting services.

The division continues to offer a wide variety of programs advertised through its Calendar of Services. These are designed to increase the skills and knowledge of employees as well as to assist in the development of more effective organizations. A series of tailor-made seminars was again offered for executive and senior officers.

Continued efforts were placed on ensuring that female employees have an opportunity to realize and achieve their career potential. This year emphasis was placed on programs that will directly assist female employees in both dealing with the automated office and bridging the supervisory and management roles within the public service.

Within the Native Program coordinators were appointed in each department to assist and encourage Native people of the province to seek employment with the Public Service and to assist Natives employed within the service to take advantage of career opportunities.

Several projects which were initiated by the Organization Development Division in 1982 were implemented this year. They include an evaluation system designed to test the effectiveness of training and development programs and a revision of the learning contract.

TRAINING AND DEVELOPMENT AND ORGANIZATION DEVELOPMENT CONSULTING

This year was marked by an increase in both the number of courses offered (up 10 per cent) and the number of individuals who attended the programs (up 23 per cent). The special courses developed for senior and executive managers were again very well received and will be continued through 1984. Three new programs were developed and piloted in 1983 and will be offered on a regular basis throughout the coming year. Work, begun in 1983 on a major revision of the Management Development course, will continue through 1984. The new format will concentrate more on the development of skills and their on-the-job application and less on theory.

There appears to be a trend in this period of restraint towards an increase in the use of organization development consulting services as well as the facilitation of this division's programs within departments. During the year, planning, goal setting and team building activities took place in a number of departments facilitated by staff from the Organization Development Division.

NEW PROGRAMS DEVELOPED IN 1983

Managing the Planning Process

The purpose of this program is to provide managers with a working knowledge of the skills required in the planning process. Participants will develop skills which facilitate staff involvement in the goal setting, planning, monitoring and evaluation processes.

Logical and Creative Problem Solving

Participants are provided with practical techniques to deal with problems encountered on the job. Creative problem solving examines the relationships between right brain and left brain characteristics and lateral thinking techniques, while logical problem solving examines vertical thinking techniques.

Essentials of Situational Leadership

This practical approach to enhancing leader effectiveness and employee productivity was a popular addition to the division's programming. Evaluation techniques indicate positive results and several offerings are scheduled in 1984.

PERSONNEL PLANNING AND CAREER DEVELOPMENT

The Women's Program

The Women's Program is designed to assist female employees in achieving their career potential with the public service.

In 1975 the participation rate for women as a percentage of total work force in the Alberta Public Service was 46 per cent. This increased to 52.5 per cent in 1983.

During 1983 the program has been involved in a variety of activities:

- Delivery of courses for professional/technical level employees who plan to advance to supervisory and management positions
- Design, development and piloting of The Career Planning Process, a program intended to assist those who wish to assess the issues surrounding women and career/life planning and to build career action steps into their own lives
- Introduction of The Supervisor in the Automating Office: Managing Human Resources. This program is designed for supervisory level clerical employees anticipating some degree of automation in the coming year. It offers an overview on the potential impact of office automation and explores what supervisors can do to prepare themselves and their staff for the introduction of automation
- Ongoing delivery of entry skills development programs and personal development programs
- Introduction of Forum, a series of seminars/workshops of topical interest to women in management
- Research and publication of a feature story in The Reporter on "Women at the Top" in order to present existing role models in the Alberta Public Service
- Monitoring other training and development programs in the Calendar of Services to ensure that the needs of female employees are being met
- Consulting with agencies which, like the Alberta Human Rights Commission, are knowledgeable about issues related to the work place
- Briefing of new managers and personnel administrators through orientation courses managed by the Personnel Administration Office
- Briefing supervisors, managers and executives on the implicit and explicit forms discrimination can take
- Providing support and assistance to the departmental coordinators in implementing departmental programs for female employees
- Providing a limited amount of career counselling and referrals for women

The Native Program

The Native Program reflects the Government of Alberta's commitment to provide measures which will assist Native people in taking full advantage of career opportunities in the Alberta Public Service.

In order to promote Native employment, the program is currently building positive working relationships between the Alberta Public Service and private and public agencies. These include Native communities, organizations such as Native Outreach, and the Native Program Sections of the universities of Alberta and Calgary. The unit is also directly involved in career days conducted on a number of Indian Reserves.

A resource centre was established to provide departments with current topical information about Native employment issues. In 1983 Cross-Cultural Awareness training was provided to approximately 150 managers. The training assists managers in recognizing cultural differences and in exploring alternatives in dealing with them.

EMPLOYEE RELATIONS DIVISION

During 1983 the decentralization of non-management classification authority to departments was completed. The Labour Relations Section participated in arbitration hearings for six Divisional Agreements, with the Compensation Research Section providing research and support to the staff engaged in arbitration.

COMPENSATION RESEARCH

In the early part of 1983 the Compensation Research Section provided extensive research and support to assist the Labour Relations Section in various arbitration hearings affecting bargaining unit employees in the general service as well as employees in some crown agencies. The section's key role was monitoring and reporting of the changing economic conditions and their impact on compensation and collective bargaining in Alberta and Canada. In planning for upcoming negotiations and compensation determination in 1984, the section directed its efforts in the latter part of 1983 toward the conduct of preparatory research and analysis of compensation-related data.

In September 1983 the section participated in a major inter-governmental conference and workshop for labour relations and compensation practitioners from the federal, provincial and territorial governments. It was an opportunity for a valuable exchange of information and new developments in the field of compensation and collective bargaining.

As in past years, the section provided ongoing advice and recommendations on a multitude of pay related matters and has been very actively involved in co-developing a computer-based Negotiations Costing System to provide technical support to the employer's representatives in the collective bargaining process. In addition, the section participated in numerous surveys conducted by outside public and private sector organizations.

CLASSIFICATION AND COMPENSATION

Begun in 1982, the decentralization to departments of non-management classification allocation authority was completed in May, 1983. The review and reporting system, developed to ensure the consistent application of the classification plan, was fully operational during 1983. Quarterly reports indicating the results of their allocation decisions, both departmentally and government-wide, are distributed to departments.

Training, to assist departments in carrying out their new responsibilities for decentralized classification, was provided to line managers in 10 three-day courses involving 183 individuals. These were in addition to three courses for personnel administrators, which provided classification training to 60 individuals.

During the year 15 classes were established which included Word Processing Operator I-IV, Security Officer I-III, and Pension Officer I-II. As a result of economic restraint the feasibility of continuing with the active class series reviews was assessed. This resulted in activity of 53 proposed class levels being discontinued. In addition, 43 redundant levels of classes were abolished.

The Classification Appeal Board for Bargaining Unit and Opted-Out and Excluded positions received 31 appeals during the year, with three appeals carried over from 1982. Of these three, none remain outstanding; two were granted by the board and one was withdrawn by the appellant.

Twenty-two of the 31 appeals received in 1983 were the result of decisions made under decentralized authority. Three of these were withdrawn prior to the board hearings; five appeals were granted, 10 were denied by the board, and four are scheduled for hearing in January, 1984. Of the appeals resulting from centralized decisions, two were resolved prior to the board hearings, and seven were denied by the board.

LABOUR RELATIONS

In order to meet the increasing demands in the field of labour relations and to provide an improved service to departments, a reorganization of the Labour Relations Section into four sub-sections under a Director of Labour Relations was implemented in 1983. The new structure includes four specialized functions as follows: Labour Relations Consulting Services, Negotiations, Adjudications and Training.

Collective Bargaining

Arbitration hearings for six divisional agreements not concluded prior to December 31, 1982 continued in 1983. The government's final salary position for each of the six divisions was eight per cent for 1982 and four per cent for 1983 in contrast to the Alberta Union of Provincial Employees' proposals for upwards of 17 per cent for each of the two years.

EMPLOYEE RELATIONS DIVISION

The arbitration decisions in 1983 established salary adjustments as follows:

Division	April 1, 1982	April 1, 1983
2	10 %	8%
4	13.5%	8%
6	12 %	7%
9	12 %	9%
10	12 %	9%
12	10 %	8%

The employer nominees to these arbitration boards dissented from all of the above decisions.

The Employee Relations Division also provides negotiators for the Alberta Research Council, the Alberta Alcoholism and Drug Abuse Commission, the Alberta Housing Corporation and the Alberta Liquor Control Board. The Alberta Union of Provincial Employees made application to the Public Service Employee Relations Board for the establishment of arbitration boards to resolve each of those agreements.

The arbitration decisions established salary adjustments as follows:

	April 1, 1982	April 1, 1983
Alberta Research Council	12 %	7 %
Alberta Alcoholism and Drug Abuse Commission	12 %	7 %
Alberta Housing Corporation	12.4%	6.25%
Alberta Liquor Control Board	11 %	6 %

Grievances

Approximately 595 grievances were resolved at various stages of the grievance procedure in 1983.

There were 118 grievances filed with the Public Service Grievance Board for adjudication. Forty-eight grievances were resolved prior to hearing, another 22 were withdrawn by the union, seven were adjourned for various reasons and three were not dealt with for other reasons.

The board adjudicated 38 grievances, upholding 13 and dismissing 17 with decisions pending on the remaining eight.

As of December 31, 1983 there were 80 grievances outstanding at level four of the grievance procedure and 238 at the other three levels of the process.

BENEFITS AND SALARY ADMINISTRATION

Long Term Disability Plan

The plan provides for a continuation of income to employees who are unable to work as a result of an injury, illness or disability following 80 consecutive work days of absence. Subject to the approval of an independent third party, who acts as the adjudicator on all claims, an employee will receive 70 per cent of salary up to an established maximum benefit level.

During the seventh year of operation (April 1, 1982 to March 31, 1983), 253 new claimants began to receive benefits under the plan. As of March 31, 1983 a total of 481 employees were receiving benefits. Benefits ceased for 187 employees during the year, with 121 (or 65 per cent) of these having returned to work.

In 1983, benefits received by employees in the plan were increased by up to five per cent. The benefit adjustment serves the purpose of protecting recipients from the effects of inflation.

The thrust during 1983 continued to be in the effective administration of the plan by conducting training seminars for departments, by using independent assessment facilities, and by emphasizing rehabilitative employment opportunities for benefit recipients.

Group Life Insurance Plans

These plans cover insured employees for Group Life Insurance equivalent to 1 or 2.5 times the person's salary up to an established maximum benefit level. Additional insurance is provided in the event of accidental death or dismemberment. The cost of this coverage under each plan is shared between the government and the employee. The Dependent's Life Insurance coverage is available on an optional basis with the employee paying the entire premium. This coverage provides benefits to an employee in the event of the death of the spouse or dependent children.

The beneficiaries of 65 employees in the bargaining unit received benefits during the policy year ending March 31, 1983. The average amount of these claims was $47,400. Under the Accidental Death and Dismemberment part of the plan, additional benefits were paid on twelve claims, averaging $39,625 per claim. Nine claims resulted from the accidental death of employees, and three employees received benefits under the dismemberment portion of the

plan. There were 30 claims, totaling $129,000, paid under the Dependent's Life Insurance.

On March 31, 1983, the Group Life Insurance Plan for management and excluded employees completed its fourth year of operation. During this policy year a total of 11 claims were paid to beneficiaries, with an average of $71,800 per claim. Of these 11 claims, additional benefits under the employee paid Optional Group Life portion of the plan were paid on four claims, with an average of $45,000. A total of five claims were paid to employees under the Dependent's Life Insurance part of the plan. These totalled $19,000.

Travel – Occupational Accident Insurance Plan

This plan covers all employees for death or dismemberment while performing their duties for the employer, including travel on authorized government business. The maximum coverage of four times an employee's annual salary up to $100,000 is integrated with the Accidental Death and Dismemberment coverage included under the Group Life Insurance Plans. During the 1982-83 policy year, three claims were paid under the Travel – Occupational Accident Insurance Plan, an average of $58,556 each.

Dental Program

The dental program consists of a plan for employees in the bargaining unit and one for management and excluded employees. These plans provide coverage on most dental services. The program is funded by the government and covers employees with more than one year of service. It reimburses a portion of the eligible expenses that are incurred by the employees and their spouses and dependent children. Benefits are paid up to an established ceiling. An Optional Dental Plan is also available for management and excluded employees, at the employee's expense. This optional plan increases the portion of the dental expenses reimbursed and removes the maximum reimbursement limit.

During 1983 claims paid for the bargaining unit plan totalled $4,306,000. Claims totalling $1,693,000 were paid under the management and excluded employees plan, including those claims under the optional portion of the plan.

Extended Medical Benefits Plan

This plan, with monthly premiums shared equally by the employer and the employee, reimburses participating employees for up to 80 per cent of prescription drug costs. In addition, the plan covers other insurable medical expenses not covered under the Alberta Health Care Plan. During the benefit year ending June 30, 1983, a total of $2,237,000 in claims was paid under the plan.

DEPARTMENTAL SERVICES DIVISION

In response to the government's restraint policy and the downsizing of the public service this division was assigned the responsibility to ensure a coordinated cross-divisional personnel approach to redeployment and work force reduction and to provide a consulting service to departments in this area.

Highlights in the area of Occupational Health and Safety during 1983 include the implementation of eight recommendations to streamline the functioning of Joint Worksite Health and Safety Committees established under the program, conducting health screening tests, and the implementation of a radiation testing survey of video display terminals used in the government.

Ninety-one work experience projects provided on-the-job experience for clients of the Special Placement Program this year. As well, 151 individuals obtained employment in the Alberta Public Service through the Special Placement Program.

RECRUITMENT AND SELECTION

In the latter part of 1983, the Recruitment and Selection Branch became very involved in planning for the implementation of assistance to departments with employees being redeployed as a result of work force cutbacks. Policy issues were identified, and basic procedures were outlined and communicated to departments. In addition, the branch began preparations to act as a central clearing house for employees whose positions will be affected.

Another major change for the branch was the amalgamation and relocation of the Alberta Government Employment Office and the Staffing Consultant Unit into one facility. The reorganization has resulted in more efficient and effective service to departments.

The Temporary Staff Service Program provides temporary assignments to individuals to work for departments within the provincial government. In 1983 the program placed individuals in 1,816 short-term assignments. The branch continues to participate in the placement of high school students in work experience/work study assignments with various departments in the government.

The branch was involved in many special projects such as preparation of a new Recruitment and Selection Manual to be distributed to departmental personnel administrators in January 1984. Other projects included the design and presentation of two recruitment and selection training programs for personnel administrators, development of a new computerized system to facilitate better management of the advertising budget, and delegation to departments of the authority to exempt individuals from competition under specifically outlined circumstances.

SPECIAL PLACEMENT PROGRAM

The focus of the Special Placement Program in 1983 was to provide clients of the program with an opportunity to gain skills and knowledge through work experience to make them more competitive in this year's restricted labour market. This was accomplished through 91 work experience projects in 23 government departments.

During the six-month's duration of each project, clients were given additional information and advice on resume writing, interview skills, and job search strategies. While some projects are still running, of those that have been completed, 54 per cent of participants have been successful in obtaining employment, 32 per cent are employable and seeking employment, two per cent returned to school, and 12 per cent were not capable of competitive employment.

In addition to the 151 individuals who obtained employment in the Alberta Public Service, assistance was also provided to other disabled applicants who were encouraged to pursue employment through regular channels.

Training programs for personnel administrators and presentations to department supervisors, continued to ensure awareness among staff of the needs and abilities of disabled persons, and the types of occupations suitable for specific disabilities.

A resource centre was established for clients of the Special Placement Program. It contains information about services available to them through other government departments or community agencies. Assistance was also given to government departments in order to provide them with information on specific types of disabilities, personnel policies, and the support services available for disabled employees through government programs and community agencies.

The Special Placement Program is accessed by private sector employers who are seeking information regarding government programs. Community agencies also use the Special Placement Program as a resource for all programs and services that are available to assist disabled persons.

The program continues to assist disabled persons in seeking opportunities for employment and ensures that

employers provide equal opportunities to disabled applicants to compete for jobs they are qualified for and capable of performing.

OCCUPATIONAL HEALTH AND SAFETY

Occupational Health Service

During 1983 the emphasis in programming was on legislated health screening and other top priority programs such as blood pressure screening, back care and eye care. To conduct the programs required by legislation (Hearing Conservation, Pulmonary Fibrosis and Medical Surveillance for Employees Exposed to Lead) 3,637 screening tests were carried out. In conjunction with these programs, the Occupational Health Service conducted 188 health education presentations dealing with the prevention of ill effects to health. Attendance at these presentations was 2,415.

The Blood Pressure Screening Program doubled from a total of 2,477 tests in 1982 to 4,934 in 1983. Two hundred forty-five employees, many with previously undetected elevated blood pressure, were referred to their own physicians for follow-up medical care. We believe that this program has assisted in preventing some serious cardiovascular disease amongst government employees. Overall, the total health screening tests increased 31 per cent from 6,584 in 1982 to 8,642 in 1983.

Other health education priorities, based on the Accident/Injury Tracking System's data for recent years, are back and eye care. Back Care was given in 77 worksites with a total attendance of 1,007. The Eye Care program was given to 503 employees in 35 presentations.

To increase the effectiveness of the Health Education Program, standardized packages of information, adaptable to specific worksites, are being developed for priority topics. Departments are currently participating in setting additional priorities for both health education topics and target worksites.

Due to the recent outbreak of rubella (German Measles) in Alberta and the possibility of congenital defects in babies born to mothers who contract this disease during early pregnancy, a rubella awareness program was carried out. This educational presentation was conducted at 40 worksites and had a total attendance of 678.

Two hundred twenty-four other health education presentations on topics such as occupational skin problems, prevention of heart disease, smoking, alcohol and drug abuse, nutrition and weight control were conducted. Attendance at these totalled 3,188.

Another part of the Health Education Program is the monthly distribution of promotional health materials for display at government worksites across the province. Three hundred fifty-two locations received over 90,000 pamphlets during 1983.

The occupational health nurses made 1,475 general visits to government buildings and worksites. In addition, 135 visits were conducted to assist departments in the detection of potential health hazards. Thirty-two special surveys were also done in conjunction with department occupational health and safety coordinators. Departments were advised on significant occupational health matters through 1,302 consultations with departmental management, occupational health and safety personnel and individual employees.

Across the province there are now 157 first aid rooms which are attended by 666 designated trained first aiders, of whom 221 were new and orientated by the occupational health nurses. Treatment services provided by the first aiders at the first aid rooms numbered 3,324.

Treatment services rendered by the occupational health nurses totalled 2,042. The number of referrals by the occupational health nurses to private physicians, local health resources and the Diagnostic and Referral Service totalled 364.

Diagnostic and Referral Service

The Diagnostic and Referral Service continued to assist and advise employees in obtaining professional help in the treatment of behavioral health problems that impair performance. Consultation was offered to supervisors so that they could participate in helping employees achieve optimum effectiveness at the workplace and in life generally. During the year 1983, there were 325 referrals to the service: 282 (87 per cent) of these were first-time referrals, whereas 43 (13 per cent) were re-referrals. One hundred eighty-eight (58 per cent) of the clients came from Edmonton, 76 (23 per cent) from Calgary, and 61 (19 per cent) from other parts of the province. The above statistics indicate an increase of nine per cent in new referrals over the previous year, and also a rise of four per cent in referrals from rural areas. After diagnosis by consultants in the Diagnostic and Referral Service, employees were then referred to professionals in the community for treatment.

To ensure a consistent level of high quality service, a comprehensive clinical policy and an internal evaluation

procedure were developed and implemented. A stress management package was prepared and training workshops held for 42 professional trainers, representing 21 government departments, the Agricultural Development Corporation and the Alberta Alcoholism and Drug Abuse Commission. The objective of this package was to enhance the capacity of these departments and organizations to provide stress education when needed by employees. Workshops were held for personnel administrators and the Personnel Directors Council on utilization of the Diagnostic and Referral Service, and special help was given to Treasury Branches in setting up an employee assistance program to coordinate use of the Diagnostic and Referral Service.

A paper was presented at the 1983 Psychologists Association of Alberta Conference discussing the status of the Diagnostic and Referral Service as a pioneer in employee assistance programming in Canada, and a presentation was made to the Alberta Safety Council on the effects of alcohol and other drugs on driver safety.

Occupational Safety Unit

The Occupational Safety Unit provides a resource service to departments in the areas of worksite evaluation, safety education, accident reporting and investigation, and emergency evacuation. In addition, the unit also serves as a resource to the Joint Government/A.U.P.E. Occupational Health and Safety Committee, Departmental Occupational Health and Safety Committees, and Joint Worksite Health and Safety Committees.

During 1983, considerable emphasis was placed on following up the results of the 1982 service-wide Occupational Health and Safety Program Evaluation. Departments identified those program areas in which they required some assistance, and the appropriate resource services were provided to them by the Safety Unit. The evaluation process has served to increase the quality of the program across government. A key strength of the Occupational Health and Safety Program continues to be its joint nature. This is exemplified through the overall willingness on the part of management and the Alberta Union of Provincial Employees to work jointly and cooperatively towards improved safety performance. For example, the Joint Government/A.U.P.E. Occupational Health and Safety Committee met on four occasions. In addition to reporting on a number of program issues, such as video display terminals in the workplace, safety education of employees, and the public service accident/injury experience, the committee also reviewed new legislation. Departmental occupational health and safety committees also continued to function and advise on policy, program issues, and worksite concerns.

The Safety Unit, in conjunction with departments and the Alberta Union of Provincial Employees, completed the implementation of eight recommendations which will improve the effectiveness of joint worksite health and safety committees across government. Joint worksite health and safety committees play an integral part in the overall administration of the program.

Safety education of managers, supervisors, and employees is vital to the maintenance of an effective Occupational Safety Program. During 1983, in conjunction with the Organization Development Division, Personnel Administration Office, the Safety Unit delivered a number of safety education programs. These included Supervisor's Accident Prevention, Defensive Driving, Emergency Roadside Survival, and joint worksite health and safety committee member training. Employee participation in these education programs is outlined in the Organization Development Division statistical appendices.

Medical Consultant

The Medical Consultant conducts and coordinates the medical aspects of the various Occupational Health and Safety Programs and provides overall direction in the area of occupational medicine. The Medical Consultant establishes criteria for the health screening programs in consultation with the Occupational Hygiene Unit and liaises with employees, occupational health nursing staff, departmental representatives and community medical resources to ensure appropriate action is taken to protect employee health in the work place. An additional responsibility involves conducting medical boards.

Occupational Hygiene

Occupational Hygiene is concerned with potential environmental health hazards such as toxic vapours, dusts and fumes, noise, heat stress, and radiation.

The Occupational Hygiene Unit continued to provide service to departments in the areas of worksite surveys, consultation and information sessions. Two additional projects were priority areas for the unit as well. The collection of information from manufacturers concerning chemicals used in the public service continued in 1983. Work also commenced on producing government format chemical safety data sheets for distribution to departments in 1984. The chemical safety data sheets will include information on

health effects, safe handling procedures, storage and first aid, emergency fire and spill procedures for high priority chemicals used at government worksites.

The Occupational Hygiene Unit undertook a program of radiation testing for a wide variety of video display units. The units tested represent at least 90 per cent of all the types of video display terminals in use in government. There were no cases in which x-rays or any other forms of ionizing radiation were found to be generated by the electronic equipment. In some cases, barely detectable levels were discovered within the glass of the screen. Where detected, however, these levels were well below recommended safety standards.

SOUTHERN ALBERTA REGION

Representing all divisions of the Personnel Administration Office, the Calgary and Lethbridge offices continued to provide varied personnel services to line management, departmental personnel offices and employees in the region.

The region, having taken a major role in the development of a revised interview form, coordinated the introduction of the form to departments this year. Evaluation of the form's effectiveness was commenced after an introductory period of several months and will be completed in 1984. The Calgary office reviewed psychologist positions across government and implemented a new classification series for those positions.

Emphasis in the area of non-management classification was placed upon the training and consultation role. Several courses in job description writing have been given, primarily to line management, but also to personnel officers. Further classification training has been developed to assist in preparing managers for their increased participation in decentralized classification. In both the Calgary and Lethbridge offices, additional personnel training was provided to officers from the Department of Social Services and Community Health.

With decentralization of non-management classification to departments complete, the region has assumed full responsibility for reviewing the activity of two departments. In addition, the region is responsible for monitoring and reporting on trends resulting from allocations to four bargaining divisions, encompassing approximately 80 classes. The offices also have assisted Employee Relations in formalizing monitoring practices and procedures to be followed in dealing with departments.

In 1983, departments requested assistance from Southern Alberta Regional staff on a greater number of competitions. The region also contributed to the development of the new Recruitment and Selection Manual, the Voluntary Extended Leave Program, and the new competition statistics system.

Considerable assistance was provided by the Calgary office to a large educational institution in handling its internal classification appeals. In 1983 the Temporary Staff Service Program placed individuals in 665 short-term assignments in Calgary and 117 short-term assignments in Lethbridge. The Work Experience Program continued to be promoted in the region, as students welcomed the opportunity to obtain experience in a job market which became increasingly competitive as the year progressed.

ADMINISTRATIVE SERVICES DIVISION

In December of 1983 Administrative Services introduced a new, government-wide employee publication called The Reporter. Circulated as an internal supplement to The Bulletin, The Reporter is to appear at regular intervals throughout the year, and will feature stories about such things as health and safety, career development, and other work-related subjects.

The publication will provide useful and interesting material, but it will also do more. The Reporter will give employees a greater perspective of their roles within government. It will help them understand more about what others are doing within the organization and how the various parts of the public service function together.

STATISTICS

Occupational Health Service Statistics 1983

	GRANDE PRAIRIE	EDMONTON	RED DEER	CALGARY	LETHBRIDGE	TOTAL
Patient Care						
Occupational Health Nurses	422	458	518	242	402	**2,042**
First Aiders	274	2,556	277	152	65	**3,324**
TOTAL	696	3,014	795	394	467	**5,366**
Preventative Programs Screening						
Audiometric	451	1,753	475	417	312	**3,408**
Pulmonary Function Tests	20	71	4	27	16	**138**
Blood Tests for Lead Exposure	18	52	6	6	9	**91**
Blood Pressure	535	2,474	1,022	792	111	**4,934**
Other	—	1	—	- -	70	**71**
TOTAL	1,024	4,351	1,507	1,242	518	**8,642**
Health Promotion						
Number of Presentations	19	320	95	99	31	**564**
Attendance	230	4,302	1,385	1,409	465	**7,791**

Special Placement Program Statistics 1983

NEW CLIENTS 88

Female	64
Male	24

CATEGORIES OF DISADVANTAGED

Physically Disabled	24%
Mentally Disabled	5%
Socially Disadvantaged	11%
Over 45 Years	60%

AGE GROUPINGS

18-25	26-35	36-45	46-55	56-65
18%	9%	16%	34%	23%

CLIENTS PLACED 151*

TYPE OF POSITIONS

Permanent	13
Wages	28
Project	11
Temporary	8
Work Experience	81
Assessment	10

INTERVIEWS

Initial (Clients)	Follow-up (Clients)
143	348

CONTACTS:

Departments	Agencies
872	289

* Some clients on case load from previous year. These figures do not include disabled persons hired who did not require the assistance of this program.

Staff Development Leave 1983

	Course Subsidization*	Education Leave
Advanced Education	153	4
Agriculture	423	11
Agricultural Development Corporation	81	0
Alberta Housing Corporation	79	0
Alberta Oil Sands Equity	1	0
Attorney General	180	1
Consumer & Corporate Affairs	87	1
Culture	49	2
Disaster Services	0	0
Economic Development	107	0
Education	74	4
Energy & Natural Resources	246	3
Environment	529	1
Environment Council of Alberta	2	0
Federal & Intergovernmental Affairs	10	0
Hospitals & Medical Care	250	1
Labour	19	0
Manpower	203	1
Municipal Affairs	488	0
Native Affairs	4	0
Personnel Administration Office	32	0
Public Works, Supply & Services	101	0
Recreation & Parks	94	0
Social Services & Community Health	823	30
Solicitor General	171	1
Tourism & Small Business	59	1
Transportation	625	2
Treasury	478	0
Treasury Branches	148	0
Workers' Health, Safety & Compensation	9	0
Utilities & Telecommunications	50	0
TOTALS	**5,575**	**63**

* Does not include courses conducted by the Personnel Administration Office and by other departments.

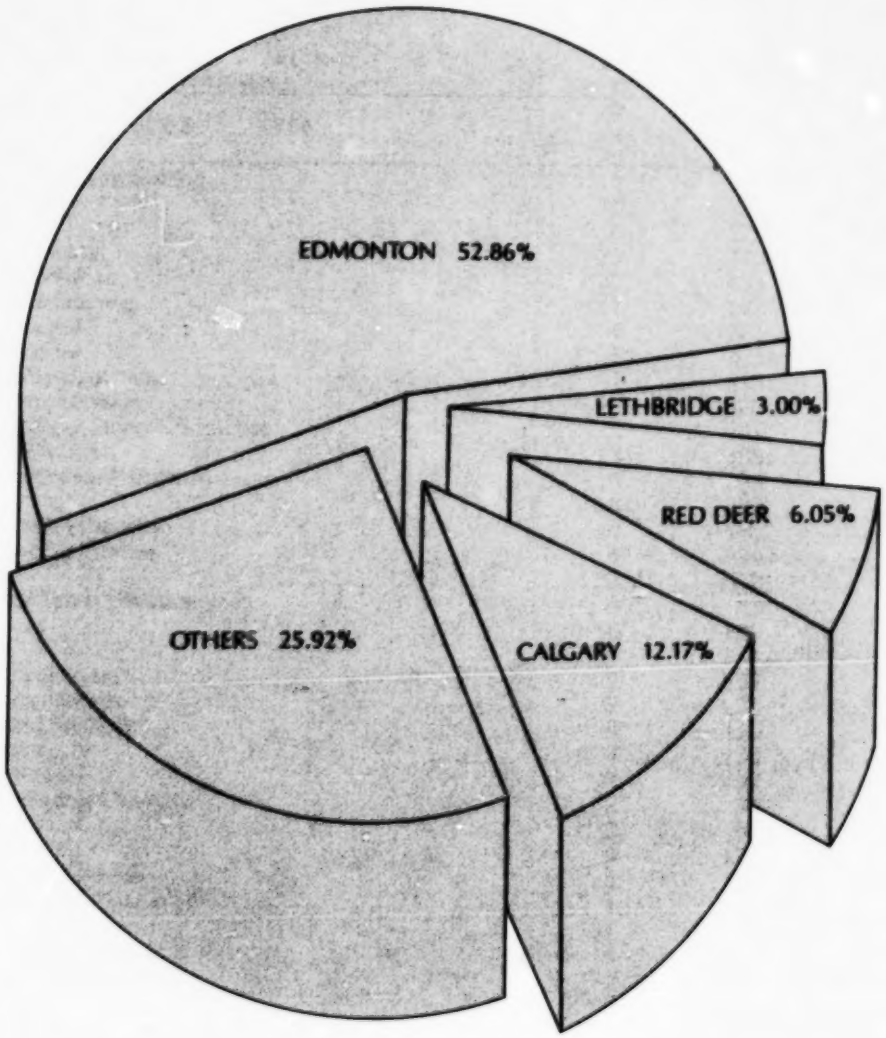
Staff Development Program 1983

Course Name	No. of Courses	No. of Participants	Days of Duration	Training Days
Administrative Skills & The Senior Secretary	15	326	3	978
Advanced Public Speaking	5	50	2	100
Budgeting and Financial Control	1	54	1	54
Career Development for Women	22	493	3	1,479
Career Planning Process	1	30	3	90
Classification & Compensation	1	19	4	76
Classification & Compensation (Delegation)	6	98	3	294
Consulting Skills I	9	255	6	1,530
Consulting Skills II	4	91	6	546
Coping With Stress	10	266	2	532
Creative & Logical Problem Solving	1	22	2	44
Dealing with the Public	10	233	2	466
Defensive Driving	6	129	2	258
Effective Public Speaking	23	370	2	740
Effective Writing Workshop	28	493	3	1,479
Emergency Survival Training	11	142	2	284
Executive Officer Series	4	181	1	181
Executive Officer Series	3	103	2	206
Human Resource Management	7	215	6	1,290
Interpersonal Communication	18	320	3	960
Joint Worksite Health & Safety Committee	3	41	1	41
Management Development	13	355	5	1,775
Management, Leadership, Motivation	10	293	6	1,758
Managing Conflict	9	230	2	460
Managing the Decision Process	10	185	3	555
Managing the Planning Process	6	108	3	324
Managing Time	32	698	2	1,396
Managing Time for Team Effectiveness	3	67	2	134
Meeting Skills	10	189	2	378
Native Programs:				
Cross-Cultural Awareness	2	37	2	74
Cross-Cultural Awareness	2	51	3	153
On-the-Job Training Methods	9	155	3	465
Orientation for Managers	4	136	3	408
Orientation to Personnel	2	39	2	78
Planning for & Managing Change	2	35	3	105
Power & Productivity	3	60	3	180
Pre-Retirement Planning	9	193	2	386
Preparing for the Job Interview	5	97	2	194
Recruitment & Selection Module I-II	1	24	2	48
	1	21	4	84
Recruitment & Selection Module III	1	16	3	48
	5	276	1	276
Report Writing	5	87	3	251
Senior Officer II Series	5	276	1	276
Senior Officer II Series	3	136	2	272
Situational Leadership	14	200	3	600
Standard First Aid	16	122	3	366
Step Two – Now You Have The Job	6	120	3	360

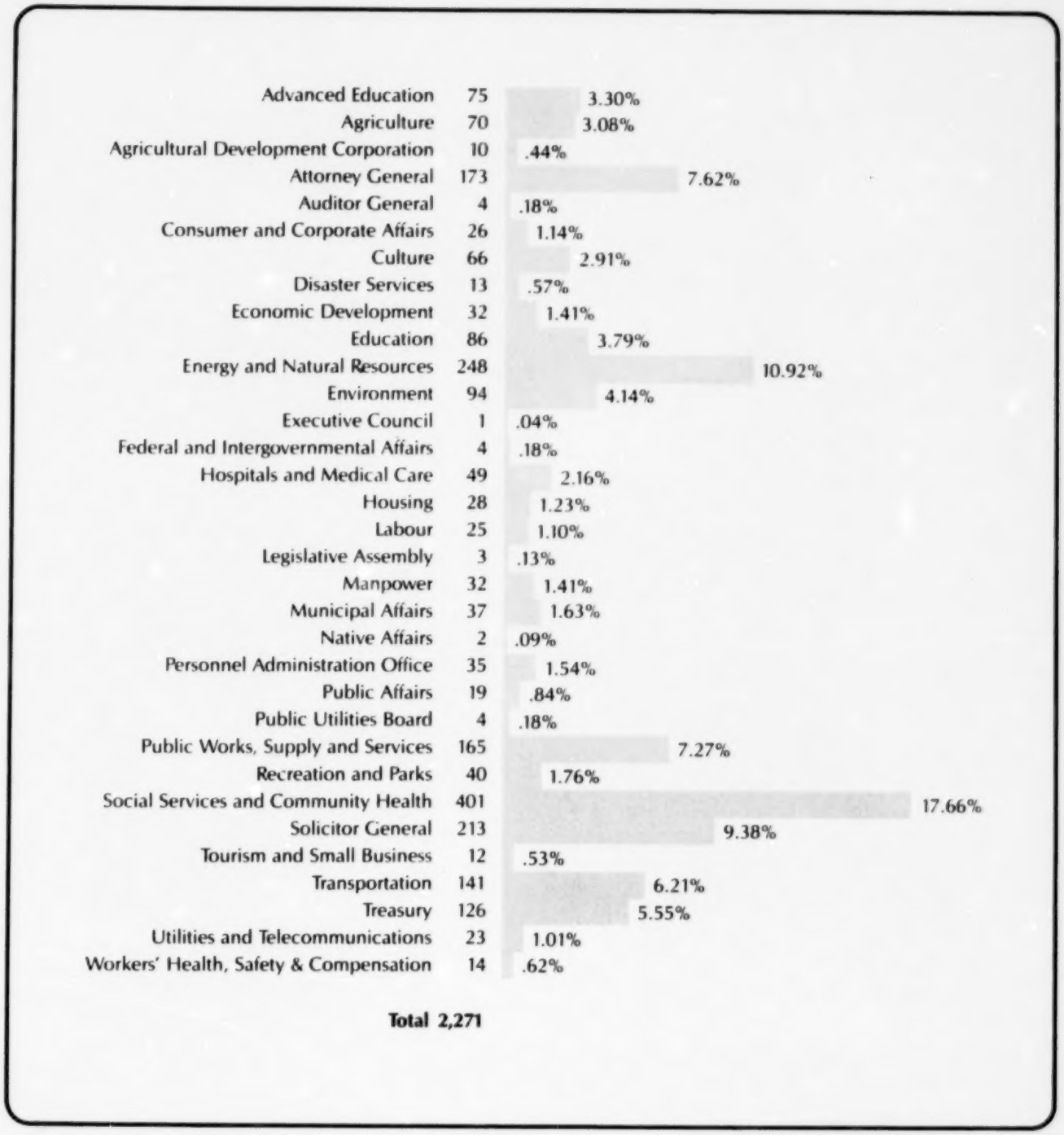
Staff Development Program 1983

Course Name	No. of Courses	No. of Participants	Days of Duration	Training Days
Stress Education (Training for Trainers)	2	46	1	46
Supervisor Accident Prevention	7	115	2	230
The Supervisor in the Automating Office: Managing Human Resources	2	78	2	156
Women Entering a Management Role	6	134	4	536
Women Entering a Supervisory Role	14	394	4	1,576
TOTALS	**407**	**8,904**		**25,586**

Distribution of Staff by Geographic Location December 31, 1983

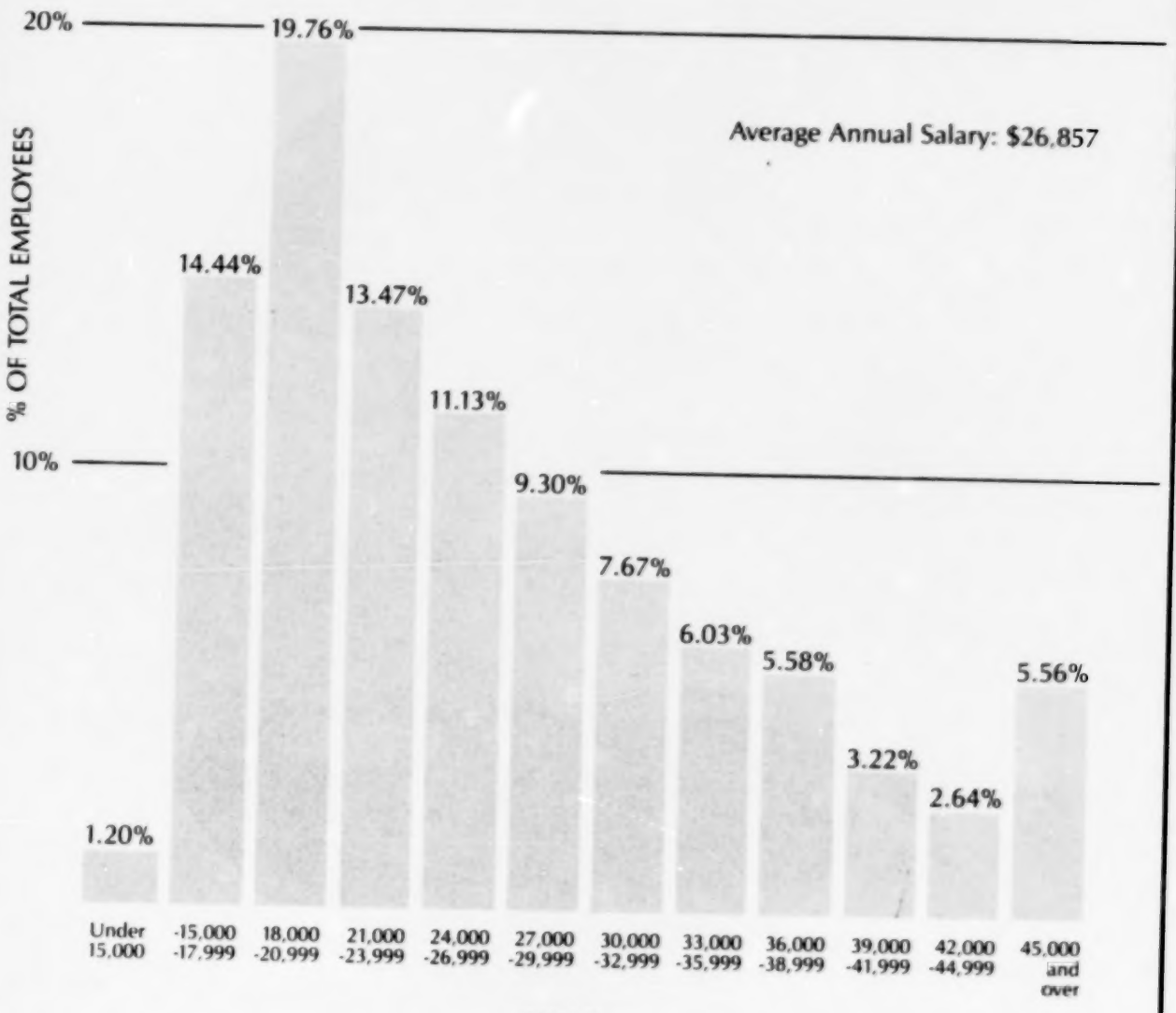


Percentage of Recruitment and Selection Competitions


Advanced Education 75 3.30%
Agriculture 70 3.08%
Agricultural Development Corporation 10 .44%
Attorney General 173 7.62%
Auditor General 4 .18%
Consumer and Corporate Affairs 26 1.14%
Culture 66 2.91%
Disaster Services 13 .57%
Economic Development 32 1.41%
Education 86 3.79%
Energy and Natural Resources 248 10.92%
Environment 94 4.14%
Executive Council 1 .04%
Federal and Intergovernmental Affairs 4 .18%
Hospitals and Medical Care 49 2.16%
Housing 28 1.23%
Labour 25 1.10%
Legislative Assembly 3 .13%
Manpower 32 1.41%
Municipal Affairs 37 1.63%
Native Affairs 2 .09%
Personnel Administration Office 35 1.54%
Public Affairs 19 .84%
Public Utilities Board 4 .18%
Public Works, Supply and Services 165 7.27%
Recreation and Parks 40 1.76%
Social Services and Community Health 401 17.66%
Solicitor General 213 9.38%
Tourism and Small Business 12 .53%
Transportation 141 6.21%
Treasury 126 5.55%
Utilities and Telecommunications 23 1.01%
Workers' Health, Safety & Compensation 14 .62%
Total 2,271

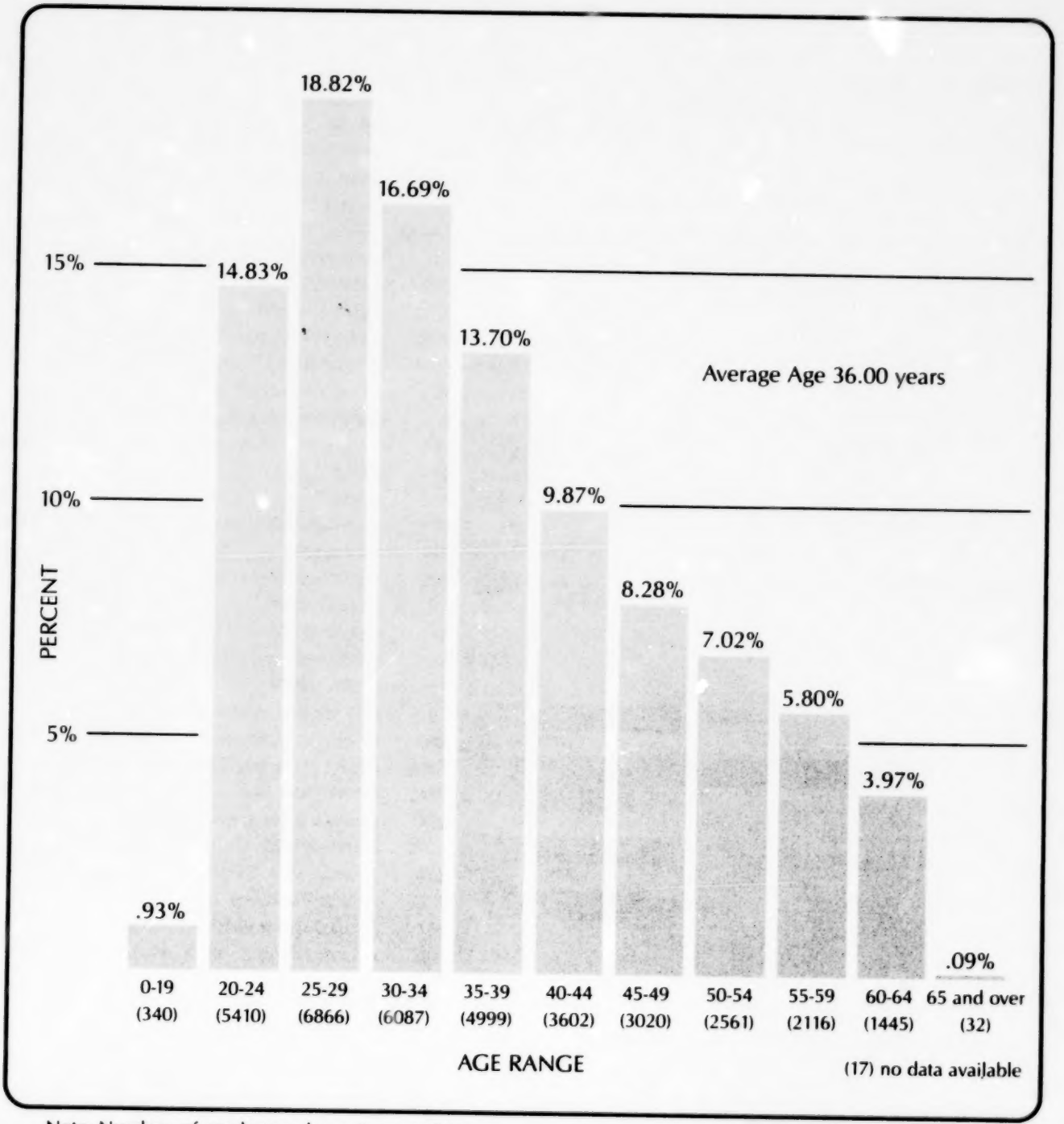
Conducted by Departments in 1983.

Annual Salary Distribution of Permanent Full Time Employees December 31, 1983



Includes the 1982 Arbitration Awards, other than the 6% interim increase, implemented in 1983 as well as the 1983 awards.

Age Distribution of Salaried Employees December 31, 1983



Note: Numbers of employees shown in parentheses

Table of Personnel Transactions 1983

Position Classifications	Positions Reviewed	1,538*
Staff Appointments	Commencements	4,754
	Terminations	4,738
	Internal Transfers	4,395

*Figure does not include classification transactions delegated to departments.

Distribution of Permanent Full Time Employees December 31, 1983

Advanced Education	596	(1.84%)
Agriculture	1354	(4.18%)
Agricultural Development Corporation	151	(.47%)
Attorney General	2209	(6.81%)
Auditor General	107	(.33%)
Consumer and Corporate Affairs	417	(1.29%)
Culture	400	(1.23%)
Disaster Services	66	(.20%)
Economic Development	180	(.56%)
Education	774	(2.39%)
Electoral Office	7	(.02%)
Energy and Natural Resources	2500	(7.71%)
Environment	1059	(3.26%)
Executive Council	36	(0.11%)
Federal and Intergovernmental Affairs	59	(0.18%)
Hospitals and Medical Care	891	(2.75%)
Housing	96	(0.30%)
Labour	562	(1.73%)
Legislative Assembly	48	(.15%)
Manpower	449	(1.38%)
Municipal Affairs	756	(2.33%)
Native Affairs	21	(.06%)
Ombudsman	16	(.05%)
Personnel Administration Office	187	(.58%)
Public Affairs	224	(.69%)
Public Works, Supply and Services	3187	(9.83%)
Recreation and Parks	608	(1.87%)
Social Services and Community Health	6188	(19.08%)
Solicitor General	2451	(7.56%)
Tourism and Small Business	172	(.53%)
Transportation	2926	(9.02%)
Treasury	768	(2.37%)
Treasury Branches	2579	(7.95%)
Utilities and Telecommunications	164	(.51%)
Workers' Health, Safety & Compensation	221	(.68%)
Total	**32,429**	

Note:
Attorney General includes Public Utilities Board
Environment includes Environment Council of Alberta

POOR

QUALITY

ORIGINAL